

STATE OF CALIFORNIA  
Budget Change Proposal  
DF-46 (REV 08/16)

Fiscal Year 2017-18	Business Unit 0530 4260	Department California Health and Human Services Agency California Department of Health Care Services	Priority No. 011
Budget Request Name 0530-011-BCP-2017-GB 4260-019-BCP-2017-GB		Program <b>Multiple</b>	Subprogram N/A

Budget Request Description

Medi-Cal Eligibility Data System Modernization Multi-Departmental Planning Team

Budget Request Summary

This proposal requests \$6.6 million total funds (\$727,000 General Fund) to continue support of 16.0 existing positions and other resources for an additional two years to advance the agency-wide planning effort to replace the outdated Medi-Cal Eligibility Data System. These staffing and other resources are needed during fiscal year 2017-18 and 2018-19 to support completion of activities required by the State's Project Approval Lifecycle Stage Gate requirements.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed	
Does this BCP contain information technology (IT) components? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO	Date

For IT requests, specify the project number, the most recent project approval document (FSR, SPR, S1BA, S2AA, S3SD, S4PRA), and the approval date.

Project No. 4260-206

Project Approval Document: S1BA

Approval Date: 9/1/16

If proposal affects another department, does other department concur with proposal? ☒ Yes ☐ No  
*Attach comments of affected department, signed and dated by the department director or designee.*

Prepared By	Date	Reviewed By	Date
Department Director	Date	Agency Secretary	Date

Department of Finance Use Only

Additional Review: ☐ Capital Outlay ☒ ITCU ☐ FSCU ☐ OSAE ☐ CALSTARS ☒ Dept. of Technology

BCP Type: ☐ Policy ☒ Workload Budget per Government Code 13308.05

PPBA Original Signed By: Yang Lee	Date submitted to the Legislature 1/10/17
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**A. Budget Request Summary**

This proposal requests \$6.6 million (\$727,000 General Fund) to continue support of 16.0 existing positions and other resources for an additional two years to advance the agency-wide planning effort to replace the outdated Medi-Cal Eligibility Data System (MEDS). These staffing and other resources are needed during fiscal year (FY) 2017-18 and FY 2018-19 to support completion of activities required by the State's Project Approval Lifecycle Stage Gate requirements.

**B. Background/History**

The Department of Health Care Services (DHCS), within the California Health and Human Services Agency (CHHSA), is the single state agency responsible for the administration of California's Medicaid Program known as Medi-Cal, which provides health care services to more than 14 million beneficiaries. Since 1983, DHCS has maintained the current MEDS system to support key programmatic functions both internally and externally for its critical partners. Today, the system is used for a variety of eligibility and reporting functions specific to Californians receiving Medi-Cal benefits. MEDS and its related subsystems have been designed over many years to capture client information from a variety of different sources. Key stakeholders that manage the beneficiary eligibility data include the three county consortia (LEADER Replacement System, Consortium IV, and CalWORKs Information Network) representing all 58 counties, state and federal partners, and Covered California. MEDS also serves as the "system of record" and houses eligibility information for numerous publicly subsidized health and human services programs. Programs managed within DHCS which leverage MEDS includes Every Woman Counts, Child Health and Disability Prevention, Breast and Cervical Cancer Treatment, and the Family Planning Access Care and Treatment. Programs managed within the California Department of Social Services (CDSS), which leverage MEDS include: CalWORKs, CalFresh, Cash Aid Program for Immigrants, In-Home Supportive Services, and Refugee Cash Assistance. In addition to the state managed programs, multiple programs at the local level also leverage the system such as the County Medical Services Program, and the County Welfare and Tribal Temporary Assistance for Needy Families. MEDS data is also used for administrative purposes such as accounting, reporting, legislation, research, and budget development. Access to the MEDS database is currently provided to over 35,000 distinct end-users in the administration of the State's health and human services programs. DHCS must ensure this access is provided in accordance with state and federal security and privacy requirements.

In FY 2014-15, the initial MEDS Modernization Planning effort was begun under management responsibility of DHCS. A total of 16.0 two-year limited-term positions, and approximately \$3.5 million in total funds was approved in FY 2014-15 to support state staffing needs. In addition, a total of \$4.9 million in funding for additional contract resources was approved in the FY 14-15 DHCS Local Assistance budget.

In FY 2015-16, a total of \$3.7 million in funding was approved in the DHCS Local Assistance budget to support the project's contract resource needs.

In FY 2016-17, management responsibility for the project was transferred to the Office of Systems Integration (OSI) in order to better support the agency wide nature of the project. A total of 18.0 staffing resources and \$3.7 million total funds was approved in FY 2016-17 to support the project's state staffing and other contract resource needs. Of the 18.0 staff resources, 3.0 were for DHCS, 2.0 for CDSS, and 13.0 for OSI. In addition, a total of \$2.9 million was included in DHCS Local Assistance for associated spending authority by OSI.



The major accomplishments achieved to date for the MEDS Modernization Planning Project are as follows:

**2016-17**

- Procured consultant services and began a multi-agency alternatives analysis
- Began State Project Approval Lifecycle (PAL) Stage 2 Alternatives Analysis (S2AA)
- Obtained Department of Technology (CDT) approval of PAL Stage 1 Business Analysis (S1BA)
- Obtained approval of a Planning Advance Planning Document Update (PAPDU) for federal year 2017 funding participation
- Executed departmental interagency agreement between OSI and DHCS

**2015-16**

- Established formal Project Steering and Executive Steering Committees
- Implemented stakeholder engagement activities
- Procured new Project Planning consultant
- Executed departmental interagency agreement between DHCS and CDSS
- Completed core transition activities to move the MEDS Modernization planning effort from DHCS to OSI
- Restructured project to align with State PAL Stage Gate requirements
- Obtained approval of PAPDU for federal year 2016 funding participation
- Completed business rules extraction and annotation
- Completed As-Is Assessment of MEDS Business, Information and Technology Architecture

**2014-15**

- Procured Project Management Support consultant services
- Performed initial business rules extraction
- Purchased and installed business rules extraction software
- Procured Business, Information, and Technology Enterprise Architects consulting services
- On-boarded 16 new state staff
- Obtained approval of PAPDU for federal year 2015 funding participation

**Resource History**  
*(Dollars in thousands)*

<b>Program Budget</b>	<b>PY - 2</b>	<b>PY - 1</b>	<b>PY</b>
Authorized Expenditures	8,396	7,209	6,655
Actual Expenditures	4,385	3,655	N/A
Revenues	0	0	0
Authorized Positions	16	16	19
Filled Positions	16	16	18
Vacancies	0	0	1

Note: Project does not currently have authorized positions, but has been approved the use of temporary help resources.

**C. State Level Considerations**

This request would continue support for OSI's centralized management of the multi-departmental MEDS Modernization Planning project, which began work on the PAL Stage 2 requirements during FY 2016-17. This approach supports CHHSA's mission to provide leadership and direction to departments, boards, and programs to ensure programmatic integrity, and to advance the Governor's priorities on



health and human services. The CHHSA is focused on program quality and efficiency and provides an approach that aligns key CHHSA department, state and federal goals with measurable benefits to stakeholders and clients.

In addition, this request supports DHCS' mission to provide Californians with access to affordable, high-quality health care, including medical, dental, mental health, substance abuse treatment services, and long-term care, as well as CDSS' mission to serve, aid, and protect needy and vulnerable children and adults to strengthen and preserve families, encourage personal responsibility, and foster independence. Through a multi-departmental approach to MEDS planning, and by engaging OSI to manage planning efforts on behalf of all participating departments and stakeholders, this request promotes CHHSA's goal of collaborative delivery of information technology (IT) projects. With enterprise-wide collaboration, CHHSA can leverage assets to improve utilization of resources, and can influence project and program conceptualization, planning, and design towards shared business service and delivery.

#### **D. Justification**

Continuing support for OSI's centralized management of the MEDS Modernization project will allow CHHSA to continue developing a modernization solution. OSI's project management (PM) experience and expertise can guide stakeholders to achieve desired project outcomes and improve project success. Through PM, OSI will apply best practices, engage stakeholders, and complete the required planning functions and deliverables. This comprehensive approach to planning for MEDS Modernization addresses the following issues surrounding this large and complex IT project:

1. **Enterprise Approach and Stakeholder Involvement:** Ensures that common business needs are addressed in a consistent and collaborative manner. Supports full inclusion and collaborative decision making on informed investment decisions through a formal governance body. Prevents a silo approach that results from stakeholders operating independently and duplicating efforts in a parallel manner. Lack of critical partners early in project planning is regularly identified as a key reason for large IT project delays and cost overruns. Identifying the program and business needs up-front, and designing the IT system to meet those needs is widely considered best practice, but requires an up-front dedication of resources from all partners to ensure that planning is done properly. This request is specifically intended to meet that critical need.
2. **Project Approval Life Cycle:** Ensures experienced PM and leadership is provided to all participating departments throughout the stage/gates of the PAL. Having dedicated PM will be critical to maintaining the schedule, and subsequently, best position the Project for control agency support and approval.
3. **Federal Funding Participation (FFP) Availability:** Through leveraging enhanced FFP, departments will benefit from federal funds available which minimizes the impact on the General Fund.
4. **Sustaining enhanced FFP:** Proper planning and implementation of MEDS Modernization will ensure that future MEDS maintenance and operations costs will continue to be reimbursed at the enhanced FFP of 75% federal and 25% state, as the modernization solution will comply with the Medicaid Information Technology Architecture (MITA) standards.

This proposal is based on a PM best practices framework which addresses all key functions conducted in the planning phase. The core planning team is a blend of PM and technical resources that will execute required activities associated with MEDS Modernization planning.

The scope of the planning efforts anticipated during FYs 2017-18 and 2018-19 are anticipated to focus on the following PAL Stage 3 and 4 requirements:

- CDT approval of the PAL Stage 2 Alternatives Analysis documentation
- Completion of PAL Stage 3 Solution Development requirements including:



- Refinement of approved Stage 2 Mid-Level solution requirements and developing the detailed solution requirements; including Functional, Non-Functional, Project/Transition, Mandatory/Optional, and Administrative
- Documentation of To-Be Process Workflows
- Determining the specific types of vendor procurements (both primary and secondary solicitations) needed to support the modernized solution's subsequent detailed design, development and implementation (DD&I) phases
- Developing the DD&I procurement(s) Statement of Work
- Developing the proposed Procurement Planning and Development dates
- Solicitation(s) development
- Developing evaluation team(s) procedures
- CDT approval of PAL Stage 3 Solutions Development documentation
- Begin PAL Stage 4 Project Readiness and Approval activities including:
  - Releasing solicitation(s)
  - Selecting vendor(s)
  - Contract management readiness
  - Baseline DD&I project cost and schedule
  - Develop risk register
  - Obtain Department of Finance/Legislature approvals

In addition to the above, submit annual Advance Planning Documents (APDs) to obtain FFP approvals.

The following request for positions and resources reflects the needs of DHCS and OSI based on an Agency-wide planning effort.

### **CORE PLANNING TEAM - \$1,587,346**

**Deputy Director (CEA B/1.0)** – The Deputy Director oversees all aspects of the proposed MEDS Modernization Project, providing leadership and strategic direction to the Project planning team to ensure organizational objectives are achieved. Partners directly with the Project sponsors to ensure the interests of all organizations represented on the multi-departmental planning team are addressed. The Deputy Director serves as an advisor to both the Project Steering Committee and the Executive Steering Committee. This position will be redirected from an existing CEA position, however, project funding is needed.

**Project Director (DPM IV/1.0)** – The Project Director is responsible for overall management of the MEDS Modernization planning team providing direction both directly and through subordinate and matrixed management and other staffing resources. This position is the primary point of contact for official communications between the planning team, executive management and all internal and external stakeholders and control agencies. Responsibility for oversight and management of a formal governance structure and ensuring business process and organizational change management are incorporated throughout planning. The Project Director serves as an advisor and liaison to the Project Steering Committee.

**Project Manager (DPM III/1.0)** – The Project Manager oversees and directs the day-to-day management and activities of the State and consulting staff of the Project office; ensures consistency with OSI Best Practices, industry standards, principles, methods, and techniques; and provides support to the Project Director as appropriate. The Project Manager provides support for official communications between the planning team, executive management and all internal and external stakeholders and control agencies. Responsible for developing and supporting a formal governance



structure and coordinates the work of the PM team related to business process and organizational change management.

**Project Management Support Lead (Sr. ISA/1.0)** – The PM Support Lead is responsible for supporting the Project Manager, overseeing the development and management of the Master PM Plan, and development of the PM artifacts including the Project Approval Lifecycle Stage Gate documentation. The PM Support Lead is responsible for the development, implementation and maintenance of the project library, as well as perform analytical assignments related to document management and maintains the business tools for the Project. Under the guidance of the PM Manager, provides guidance to the PM team and ensures that PM activities are conducted in accordance with the PM plans, the OSI best practices, and industry best practices for PM.

**Fiscal Feasibility Analyst/Budget Analyst (AGPA/1.0)** – The Fiscal/Budget Analyst develops the fiscal and budget related documents and monitors the overall Project budget including tracking actual expenditures. This position is also responsible for the development of the Financial Analysis Worksheets and Cost Summary, performing various financial tasks in accordance with the federal and state laws, regulations, and guidelines. The analyst conducts fiscal feasibility analysis on viable solutions assessed by the planning team and in coordination with market research conducted during planning.

**Procurement and Contract Management Analyst (Sr. ISA/1.0)** – The Procurement and Contract Management Analyst is responsible for the management and tracking of consultant contract deliverables. Responsible for conducting the market research activities during planning and works with the budget analyst to develop associated cost estimates. This position develops and maintains the Procurement and Staffing Strategy. This position leads procurement development activities such as the Statements of Work (SOWs) and Interagency Agreements (IAAs) on behalf of the Project planning team and program representatives.

**Governance and Risk/Issue Analyst (Sr. ISA/1.0)** – The Governance analyst acts as the stakeholder, governance, and communications management lead. This position also manages and tracks risks and risk mitigation/contingencies on the Project, tracks project issues and response plans, schedules and leads recurring risk management meeting and risk identification sessions, and assesses risks to determine classification and priority. This position develops the Risk, Issue and Action Item, Communication, Stakeholder and Governance Management Plans.

**Technical Project Manager (DPM III/1.0)** – The Technical Project Manager oversees and directs the day-to-day management and activities of the technical state and contractor staff for the Project, ensuring consistency with IT policies, strategies, and architecture. This position oversees the development of the Solution Requirements, Recommended Solution, Alternative Solutions, and Current Architecture Information and Diagram. The Technical Project Manager acts as technical advisor to the Project's senior management.

**Business Analyst (Sr. ISA/1.0)** - Sr. ISA will solicit, analyze and interpret the business and technical requirements for the MEDS project. Responsible for developing the Solution Requirements and Use Case Specification documentation. The Sr. ISA will also gather requirements to enhance and maintain the integration of MEDS and the State Client Index (SCI) using SOA technology principles where possible to achieve CMS' MITA requirements in order to ensure 90% enhanced federal funding.

**Enterprise Architecture Lead (SSS III/1.0)** - The SSS III works with the Sr. ISA to analyze and interpret business requirements set forth from the ACA and program policies and make recommendations for system development and enhancements. Utilizing the established SOA technologies where possible to achieve CMS' MITA requirements, the SSS III will develop detailed program specifications, analyze data and business logic, perform business rules extraction, and ensure security is interwoven into the solution. As required for the Project Approval Lifecycle, the SSS III is responsible for the baseline processes and systems, business process workflow, current architecture information, current architecture diagram, alternative solutions - benefit analysis, assumptions and



constraints, implementation approach, and architecture information. The SSS III will also help coordinate activities of the Project's technical personnel.

**Data Administrator and Interface Lead (SSS II/1.0)** – The Data Administrator and Interface Lead is responsible for providing technical expertise in the area of data management, data conversion, data warehousing, business intelligence, and data analytics. This position ensures requirements related to data storage, archive, back-up and recovery, and system security, including related plans, and procedures are represented and in compliance with state and federal requirements. Responsible for leading the technical activities to coordinate all interface system requirements. This position is responsible for ensuring that the business and technical requirements affecting all subsystems and applications are gathered.

### **PROGRAM AND STAKEHOLDER REPRESENTATION - \$496,448**

**Program Specialist (SSM I/1.0)** - This position will provide direction and supervision for DHCS Medi-Cal Eligibility Division (MCED) analytical staff in determining the impact of the Project on current MEDS users, user profiles, security requirements and restrictions. This position will also act as the subject matter expert responsible for identifying data sources of all information within MEDS to ensure compliance with Social Security Administration (SSA) and Employment Development Department (EDD) data use restrictions.

**Program Business Analyst (AGPA/2.0)** - The Process Unit AGPAs will have primary unit responsibility for the analysis of changes related to the Project including: assist Enterprise Innovation Technology Services (EITS) with analysis activities related to MEDS processes, analyze impact on MCED Remedy ticket and aid code development processes; implement and facilitate stakeholder workgroup efforts; provide policy help desk support; provide policy direction for major MEDS changes; analyze MEDS manual updates/changes; develop, design and implement program policies and procedures; liaison with other state agencies and programs to coordinate changes with other impacted programs; oversee Statewide Automated Welfare System (SAWS) consortia programming priorities to ensure alignment with Project requirements and timing; develop policy for remedy ticket process changes to minimize the impact on beneficiary's benefits; develop policy help desk support to answer systems automation questions related to Medi-Cal eligibility automation requirements during and after Project implementation; serve as MCED liaison with other state agencies and programs to ensure the system changes related to the Project are coordinated with other potentially impacted State programs that use MEDS and SAWS; develop and provide training to DHCS staff, SAWS consortia, counties and other users; develop and implement policy for DHCS web site information sharing regarding the Project, and coordinate posting of information with project team and DHCS webmaster.

**SAWS/CalHEERS Liaison (DPM II/1.0)** - This position will serve as a liaison and coordinator who works closely with the Project Team, DHCS, Covered California and the County Welfare Directors Association of California (CWDA) to stay abreast of proposed Project changes, and act as SAWS/California Healthcare Eligibility, Enrollment and Retention System (CalHEERS) advocate to coordinate, improve and bridge communications among the partners and help reduce duplicative communications and cross-purpose efforts. This position will also work with each Consortium to help determine and address the timing impact, financial estimates and schedule needs of any required changes on all three Consortia and CalHEERS.

### **DIRECT ADMINISTRATIVE SERVICES - \$234,227**

**Procurement Analyst (Sr. ISA/0.5)** - The Sr. ISA will provide technical expertise in the complex area of IT competitive procurements. The Sr. ISA will direct and process complex procurements and be responsible for the analysis and preparation of IT bid documents. The Sr. ISA will provide leadership and clarification on procurement policies, and will provide guidance and direction on the development and approval of solicitations from planning through execution of contracts.



**Budget Analyst (ABA/0.5)** - Responsible for performing all State budgetary activities for the Project. The ABA will oversee the coordination, development, and preparation of resource requests for inclusion in the Governor's Budget and May revision for the OSI and DHCS appropriations. The ABA will also be responsible for the review and analysis of all State budgetary documents that impact the Project. These documents include, but are not limited to: Feasibility Study Reports, Special Project Reports, Budget Change Concepts, Budget Change Proposals, Local Assistance Documents, Spring Finance Letters, budgetary control documents, and various federal documents.

**Attorney III (ATTY/0.5)** - Provides legal expertise for the pre-procurement and contract development activities including all associated consultation, drafting and representation. In addition, the Attorney III will consult with and represent the OSI in a variety of personnel-related duties that increase with the addition of State and contractor staff and the expansion of staff duties. The Attorney III will also consult with and represent the OSI with respect to public requests for information, oversight agency issues and communications and sponsor and stakeholder activities that increase with additional contracted services.

**Personnel Analyst (APA/0.5)** - Provide human resources support in the areas of classification and pay, delegated personnel program compliance management, selection and recruitment, position requests, position control, labor relations, training, workforce planning, organizational change management, benefits, equal employment opportunity program, reasonable accommodation and worker's compensation. The APA will assist with developing duty statements, prepare justifications for classifications with exceptional allocations, prepare and audit recruitment documents that include application screening criteria, interview questions and other associated materials, review applications to ensure candidates meet minimum qualifications for self-service delegated testing, analyze pay scales, create and manage official position records, respond to the Project management and employee inquiries on personnel matters.

### **INDIRECT ADMINISTRATIVE SERVICES - \$575,787**

Also as the result of the proposed position increase, there are indirect OSI administrative support costs estimated at \$575,787, which will be allocated to the Project according to the OSI's federally approved cost allocation methodology. Although this is an increase to the Project budget, there is no net increase to OSI expenditure authority as the allocation is merely a redistribution of OSI indirect administrative services costs amongst all OSI projects which results in a corresponding decrease in the allocations to other projects.

### **FACILITIES - \$597,000**

The Project facilities cost is estimated to be \$597,000, to provide facilities for the requested State and consultant staff.

### **CONSULTANT CONTRACTS - \$3,138,665**

Due to the size, scope, multi-departmental, and state-wide impact of the MEDS Modernization planning effort, a number of consultant resources are needed to ensure the success of the project. These resources are for activities including project planning; project support; alternatives analysis; procurement planning and development; Independent Verification and Validation; and County Welfare Director's Association consultants. Also included are costs for state-required, PAL assessment fees.

If the proposed resources are not approved, Project planning activities will not be completed and the start of subsequent Design, Development, and Implementation (DD&I) phases will be delayed indefinitely. The State will risk a reduction in federal financial participation (from 75% to 50%) for ongoing maintenance of the existing MEDS system as a result of not being able to meet MITA



requirements for this component of the State's Medicaid Management Information System (MMIS). Continued delay in modernizing the existing MEDS will make it increasingly difficult and costly for CHHSA Departments and its partners to accommodate ongoing changes to Medi-Cal, and risk potentially significant system failures in the future.

### **BUDGET ALLOCATION SUMMARY**

The following table outlines the total project budget needs for FY 2017-18, along with the respective position authority and budget allocations for each of the individual departments.

<b>MEDS FY 2017-18 BCP Request</b>			<b>Department</b>	
<b>Line Items</b>	<b>PYs</b>	<b>Total Project</b>	<b>DHCS (GF/FF)</b>	<b>OSI</b>
<b>Total Staffing (includes Staff OE&amp;E)</b>	<b>16.0</b>	<b>\$2,318,021</b>	<b>\$2,318,021</b>	<b>\$1,961,021</b>
Core Planning Staff	1.0	\$349,165	\$349,165	\$349,165
Project Mgmt Staff	5.0	\$669,675	\$669,675	\$669,675
Technical Project Mgmt Staff	4.0	\$568,506	\$568,506	\$568,506
Program/Stakeholder Staff	4.0	\$496,448	\$496,448	\$139,448
DHCS (3.0 PY)		\$357,000	\$357,000	\$0
OSI (1.0 PY)		\$139,448	\$139,448	\$139,448
Direct Administrative Services	2.0	\$234,227	\$234,227	\$234,227
<b>Total Other OE&amp;E</b>		<b>\$1,172,787</b>	<b>\$1,172,787</b>	<b>\$597,000</b>
Indirect Administrative Services		\$575,787	\$575,787	\$0
Facilities		\$597,000	\$597,000	\$597,000
<b>Subtotal (BCP Requests)</b>			<b>\$3,490,808</b>	<b>\$2,558,021</b>
Consultant Contracts		\$3,138,665	\$3,138,665	\$2,914,665
<b>Subtotal (Consultant Contracts)</b>		<b>\$3,138,665 <sup>4</sup></b>	<b>\$3,138,665</b>	<b>\$2,914,665</b>
<b>Total Project Costs</b>	<b>16.0</b>	<b>\$6,629,473 <sup>1</sup></b>	<b>\$6,629,473 <sup>2</sup></b>	<b>\$5,472,686 <sup>3</sup></b>

<sup>1</sup> Total Project Funding of \$6,629,473 for FY 2017-18 and FY 2018-19.

<sup>2</sup> BCP amount requested for DHCS.

<sup>3</sup> BCP amount requested for OSI. Expenditure Authority only. Funding provided by DHCS for reimbursement of the 9745-California Health and Human Services Automation Fund.

<sup>4</sup> DHCS Consultant Contracts amount \$3,138,665 (includes \$2,914,665 in OSI Consulting Contracts).

### **E. Outcomes and Accountability**

The purpose of the MEDS Modernization Project is to develop, implement and maintain a solution that will better support the State's core beneficiary eligibility information and enrollment functions for Medi-Cal and other health and human services programs, while providing enhanced support to system users at the State and local level. Detailed and collaborative planning will be critical to the success of subsequent Project phases. The following Project planning outcomes are expected for this proposal:

- Approval of Stage 2 Alternatives Analysis obtained
- Development of procurement plans for prime vendor of DD&I services
- Organizational readiness assessment for conducting the procurement
- Readiness gap assessment and associated mitigation plan



- Developed business and technical requirements
- Market research conducted on potential vendors
- Solicitation package developed
- Approval of Stage 3 activities obtained
- Stage 4 activities begun

#### **F. Analysis of All Feasible Alternatives**

CHHSA has identified and analyzed several alternatives to plan for the MEDS modernization Project, considering that the current legacy system is widely used by a great number of State and local partners in the provision of health and human services to California citizens, and that the system is operating on an outdated IT platform. The successful implementation of a modernized IT system as complex and far-reaching as MEDS begins with effective, collaborative planning efforts. The following alternatives are presented:

##### **Alternative 1: Multi-departmental MEDS planning team centrally managed by OSI.**

###### PROS:

- Applies an enterprise, multi-departmental strategy, and avoids departmental silo approach to IT system planning and development.
- Incorporates all stakeholder needs and requirements.
- Leverages CHHSA-OSI's track record of success in managing large IT projects from planning through project completion.
- Ensures all project planning functions are adequately resourced, in accordance with IT Best Practices.
- Leverages enhanced federal financial participation of 90% under 42 CFR Part 33.
- Dedicates resources in stakeholder entities for adequate program representation.
- Addresses risk associated with operating a critical IT system on an outdated technology platform.
- Supports MITA maturity, and ensures continuation of enhanced FFP for the resultant modernized system.

###### CONS:

- Requires General Fund for project planning costs.
- Increases State government personnel.

##### **Alternative 2: Approve proposal and resource through redirected resources.**

###### PROS:

- Applies an enterprise, multi-departmental strategy, and avoids departmental silo approach to IT system planning and development.
- Incorporates all stakeholder needs and requirements.
- Leverages CHHSA-OSI's track record of success in managing large IT projects from planning through project completion.
- Addresses risk associated with operating a critical IT system on an outdated technology platform.
- Supports MITA maturity, and ensures continuation of enhanced FFP for the resultant modernized system.

###### CONS:

- Does not provide dedicated resources for stakeholder entities for adequate program representation.



- Does not ensure all project planning functions are adequately resourced, in accordance with IT Best Practices.

**Alternative 3: Do not approve continued support for current planning resources.**

PROS:

- Reduces state government personnel by expiration of previously authorized positions.
- Eliminates impact to the General Fund by expiration of previously authorized positions that required General Fund match.

CONS:

- Does not reduce the complexity of the current MEDS system.
- Will not address the issues and risks associated with operating a critical IT system on an outdated technology platform with multi-users.
- Will not achieve MITA maturity, and will risk the loss of enhanced FFP due to a non-compliant eligibility system.
- Does not apply an enterprise, multi-departmental strategy, and continues departmental silo approach to IT system planning and development.
- Does not consider all stakeholder needs.
- Does not avail the State of available enhanced federal funding to apply an enterprise, multi-departmental planning strategy for a successful modernization effort.
- Does not leverage CHSA-OSI's track record of success in managing large IT projects from planning through project completion.
- Does not adequately resource all project planning functions, in accordance with Project Management Best Practices.
- Does not dedicate resources in stakeholder entities for adequate program representation.

**G. Implementation Plan**

The proposal would implement effective July 1, 2017, or upon passage of the 2017 Budget Act.

**H. Supplemental Information**

Exhibit A: Proposed Organization Chart

Exhibit B: Position Workload Analyses

**I. Recommendation**

Approve Alternative 1 and continue funding for staffing and contract resources for MEDS Modernization planning efforts for an additional two fiscal years.



# MEDS Modernization Budget Change Proposal

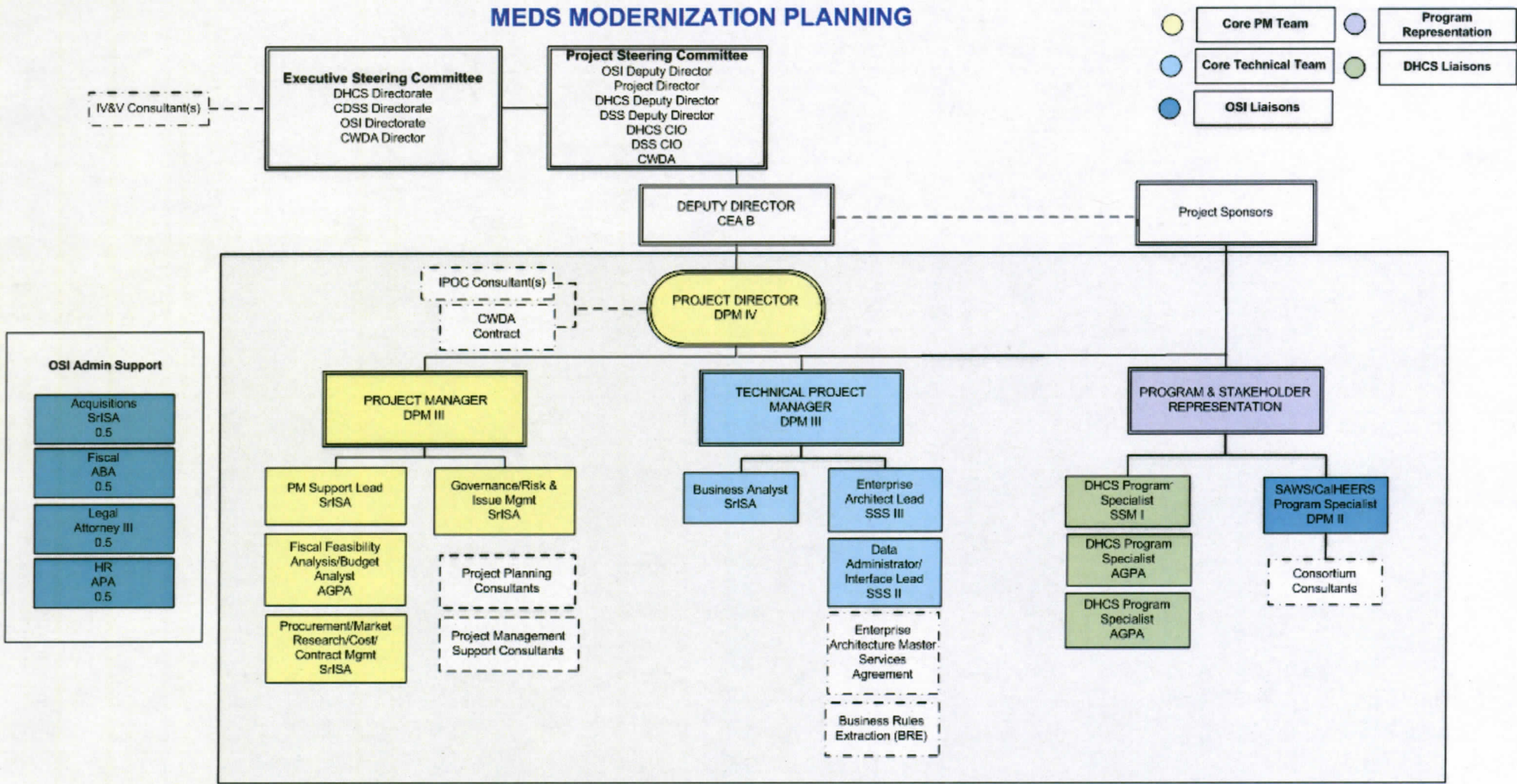
## Exhibit A

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## Proposed Organization Chart



MEDS MODERNIZATION PLANNING





# MEDS Modernization Budget Change Proposal

## Exhibit B

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## Workload Analysis



**CEA B Workload  
 Deputy Director**

<b>Responsibilities</b>	<b>Hours to Complete Task</b>	<b>Number of Tasks Per Year</b>	<b>Total Hours Needed Per Year</b>
Provides executive leadership over all aspects of the proposed Project. Represents the Project and develops cooperative working relationships with all levels of stakeholders, including State and federal government agencies, county representatives, and the Legislature.	70	12	840
Acts as primary point of contact for official communications between the planning team, executive management, and all internal and external stakeholders and control agencies.	40	12	480
Partners directly with Project Sponsors to ensure the interests of all organizations represented on the planning team are addressed.	20	12	240
Oversees the development of sensitive, complex, and critical automation policies and procedures, and the development of processes, standards, and procedures to develop, maintain, and operate the Project systems more efficiently and effectively.	20	12	240
Participates on the Project Steering Committee and Executive Steering Committee.	10	12	120
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>



### Data Processing Manager IV Workload Project Director

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Provides leadership and strategic direction to the Project. Plans, directs and oversees the Project, and ensures deliverables and functionality are achieved as defined in the funding documentation and subsequent project plans. Ensures that mission critical program requirements are properly addressed.	40	12	480
Reviews and approves the Project Schedule and master Project Plan. Authorizes changes to the Project schedule, requirements, and risk management system. Ensures Project budget allocations and expenditures remain on schedule and within budget. Reviews and approves invoices and key project deliverables.	32	12	384
Ensures effective management of all resources assigned to the Project – State and consultant staff. Manages consultant performance; approves work products and deliverables from MEDS Project team and MEDS Consultants. Ensures that consultant proposals are consistent with State technical, business, and policy requirements.	32	12	384
Serves as a voting member of the Project Steering Committee, and the primary liaison and advisor to the Project Executive Committee. Communicates project progress to the Project Executive Steering committee. Provides strong advocacy for the project with external stakeholders and State government.	24	12	288
Responsible for addressing the issues of a wide variety of management and executive stakeholders at the local, State, federal levels. Represents the MEDS Project in executive meetings with Project sponsors, federal partners, and stakeholders.	16	12	192
Performs various supervisory responsibilities related to staff management and development. Provides advice and consultation to staff on the most difficult and sensitive work issues.	16	12	192
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>



### Data Processing Manager III Workload Project Manager

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Provide oversight for all project-related financial activities, including: managing the development and updates of project planning and budget documents; monitoring budget approval activities; managing the tracking of project expenditures; and reviewing financial reports and expenditure projections.	32	12	384
Manage the day-to-day activities related to stakeholder management.	24	12	288
Provide oversight for PM support activities, including: risk management, issue and action item management, cost management, schedule management, scope and change management, and status reporting.	64	12	768
Responsible for PM and administrative support activities for MEDS.	20	12	240
Facilitate and participate in meetings (as needed) with project staff, the Project Sponsor, and other internal and external stakeholders to maintain and report on project scope, costs, and schedule.	20	12	240
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>



**Senior Information Systems Analyst Workload  
 PM Support Lead/PM Management Plans/PM Schedule**

<b>Responsibilities</b>	<b>Hours to Complete Task</b>	<b>Number of Tasks Per Year</b>	<b>Total Hours Needed Per Year</b>
Supports the Project with PM tasks relating to risk management, planning, issue management, schedule management, and other project management disciplines by providing both required information and recommendations for action by management.	44	12	528
Provides oversight to the development of the Master Project Management Plan, and development of the PM artifacts including the Project Approval Lifecycle Stage Gate documentation.	60	12	720
Implements project-approved PM best practices to effectively and efficiently meet project goals and objectives. Develops and maintains the Project's procedures for maintaining the Project libraries. Ensures the Project documentation generated during the life of the Project are appropriately maintained in Project libraries.	24	12	288
Provides leadership to the Project management team and ensures that PM activities are conducted in accordance with the PM plans, the OSI best practices, and industry best practices for PM.	32	12	384
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>



**Associate Governmental Program Analyst Workload  
 Fiscal Feasibility Analysis/Budget Analyst**

<b>Responsibilities</b>	<b>Hours to Complete Task</b>	<b>Number of Tasks Per Year</b>	<b>Total Hours Needed Per Year</b>
Develop process and track invoices, perform all activities related to expenditure tracking, monthly expenditure reconciliations, budget monitoring, budget planning, and fiscal projections.	40	12	480
Interact and coordinate with federal partners, MEDS staff, other State, and county staff, to obtain information and to collaborate on project issues to ensure that the Project Financial Services Unit is responsive to the needs of the Project.	24	12	288
Track expenditures, and develop complex detailed budget/expenditure reports using Microsoft (MS) Excel and/or MS Access, for management review and updates. Develop necessary changes to expenditure processes as appropriate.	24	12	288
Develops and maintains tools and methodologies for monitoring fiscal activities related to the State and federal budget(s).	16	12	192
Responsible for developing supporting documentation and substantiation of figures in the development of project-approval documents such as the Budget Change Proposal (BCP), and the Advance Planning Document Update (APDU).	32	12	384
Lead the development of the Project Approval Lifecycle Financial Analysis Worksheets (FAW) and Cost Summary.	24	12	288
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>



### Senior Information Systems Analyst Workload Procurement/Market Research/Contract Management

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Contributes to the development of solicitation documents (e.g., Request for Proposal (RFP), Request for Offer (RFO), Interagency Agreements (IAA), etc.), including the Statements of Work, pricing, compensation models, proposal evaluations, and contracts. Coordinates the development and maintenance of all procurement and contract requirements.	24	12	288
Develops and maintains market surveys, proposal evaluation plans and county consultant contracts.	24	12	288
Prepares procurement requests, justifications, and other procurement related documents in accordance with the procurement and contracting policies.	36	8	288
Provides direction for definition, establishment, and maintenance of the product scope and other PM products including schedule management, change management, and status reporting.	24	12	288
Develops the procurement and staffing strategy. Procurement assessment addresses detail related to procurement profile, primary and ancillary solicitation(s), general impact assessment, review of pre-solicitation readiness, evaluation strategy, project health and readiness.	24	8	192
Assists with the development, maintenance, and/or implementation of the Project's contract management plans and contract management procedures including deliverables management and invoice review and approval.	12	16	192
Receives and maintains contract records including contracts, amendments, transmittal letters, copies of deliverables and materials, invoices, and correspondence related to contracts.	16	12	192
Ensures that budgets, performance, deliverables, and the manner of invoicing are in compliance with the contract language for each contract.	16	12	192
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>



### Senior Information Systems Analyst Workload Governance and Risk/ Issue Analyst

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Develops and oversees the implementation of project governance processes and documentation.	160	1	160
Coordinates planning efforts affecting impacted stakeholders for all project plans. Coordinates communications between the Project and internal and external stakeholders.	30	12	360
Attends project meetings, project steering committee meetings, control Agency meetings, and external stakeholder meetings in support of governance, communication, and stakeholder management.	50	12	600
Schedules and leads recurring risk management meetings and risk identification sessions. Identifies and classifies risks, including the assessment of probability and impact. Prioritizes risks for further analysis or action by assessing and combining the probability of occurrence and impact.	5	12	60
Manages and tracks active and potential risks and issues, develops and monitors mitigation plans, and develops and maintains contingency plans. Prepares and presents periodic risk reports to PM. Advises management of risks associated with schedules and resources.	5	52	260
Develops Risk, Issue, Communication, Stakeholder, and Governance Management Plans. Provides walkthrough to senior management. Collects and incorporates feedback. Participates in vetting sessions and finalizes the plans under the direction of the Project Manager.	96	5	480
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>



### Data Processing Manager III Workload Technical Project Manager

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Provide oversight to the Technical Project team of the Project. Plan, organize and direct overall technical activities for the Project.	96	12	1152
Provide oversight of the development of the solutions requirements while recommending solutions/alternative solutions.	20	12	240
Provide oversight of the development and delivery of current system architecture and diagrams.	20	12	240
Provide technical advice to the Project's senior management.	24	12	288
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>



### Senior Information Systems Analyst Workload Business Analyst

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Solicits, analyzes and interprets the business and technical requirements for the Project.	32	12	384
Identifies solution requirements and creates use case documentation. Participates in the Stage Gate analysis sessions.	24	12	288
Gathers requirements that enhance and maintain the integration of MEDS and the multiple subsystems and interfaces associated.	24	12	288
Monitors and creates necessary system documentation for the assessment of the Project. Create required analysis documentation.	24	12	288
Coordinate meeting and project activities with program experts, systems developers and consultants. Documents identified issues/concerns and communicates to Senior PM.	20	12	240
Provides Technical Expertise for all Medi-Cal Eligibility & Enrollments integration and development work efforts.	20	12	240
Acts as Subject Matter Expert (SME) and coordinates and enlists other appropriate SME's needed for the Medi-Cal Eligibility and Enrollments scope analysis.	16	12	192
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>



### Systems Software Specialist III Workload Enterprise Architecture Lead

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Leads the effort in analyzing current business requirements from program policy to determine system enhancement and development.	32	12	384
Utilize existing tools and structures to analyze the mandated MITA maturity requirements set forth by the Center for Medicaid Services (CMS).	24	12	288
Assist in the creation of detailed programs specifications of the current system, analyze business logic and assist in the Business Rules Extraction process.	32	12	384
Assist in the creation of baseline business workflow processes, current architecture information and diagrams and alternative solutions.	64	12	768
Assist in coordinating activities of the technical team.	8	12	96
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>



### Systems Software Specialist II Workload Data Administrator /Interface Lead

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Provides technical expertise in the area of data, database administration, data warehousing, business intelligence, and data analytics. Assist in the development of the Data Management Plan, data quality, and other data related project activities.	32	12	384
Assesses existing data repositories, analyzes data repository capacity needs, and monitors database technology direction and design principals to make key decisions regarding changes to database and data warehouse requirements. Supports and manages the development of external information exchanges. Ensures that the interface matrix and plan includes scope definition and acceptance criteria from all parties.	32	12	384
Develops and maintains a thorough knowledge of stakeholder and project business processes and the data they create and require. Acts as a technical resource for application and data users, developers and system analysts, and other IT staff.	32	12	384
Provides technical leadership in the investigation, analysis and resolution of database problems.	24	12	288
Provides technical support and guidance for analysts/engineers/architects/programmers in support of all aspects of interface specifications on multiple complex IT systems. Coordinates with all interface partners in the planning and design ensuring that all interface requirements are incorporated.	24	12	288
Maintains current knowledge and keeps management informed of products, developments and trends in database management and related software. Develops recommendations for management.	16	12	192
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>



**Staff Services Manager I Workload (DHCS)  
 MCED – Program Review Branch**

<b>Responsibilities</b>	<b>Hours to Complete Task</b>	<b>Number of Tasks Per Year</b>	<b>Total Hours Needed Per Year</b>
Lead responsible for determining impact of the Project on current MEDS users, user profiles, security requirements and restriction methods.	1	200	120
Provide complex program consultation and technical assistance on new user profile identification requirements to ensure minimum necessary based on State and federal security requirements, and job duties.	1	415	415
Oversight of development of screen layouts to ensure MEDS modernization meets the needs of current and future MEDS users.	1	150	150
Direct communications process with MEDS coordinators, obtaining and integrating coordinator feedback/concerns; provide help desk support to answer questions related to the Project.	1	150	150
Lead consultant responsible for identifying data sources of all information within MEDS to ensure proper restriction of Social Security Administration (SSA), Employment Development Department (EDD), as well as other State and federal restriction requirements.	1	415	415
Coordinate policy direction for major MEDS system changes. Use policy analysis to list and develop specific changes needed in MEDS. Assist Information Technology Services Division by providing policy direction related to technical MEDS changes.	1	200	200
Consult in the development of new system training to DHCS staff and agency users.	1	200	200
Consult in the development of secure log-on and password requirements for the Project.	1	150	150
<b>Total Annual Hours</b>			<b>1,800</b>
<b>Total Positions</b>			<b>1.0</b>



**Associate Governmental Program Analyst Workload (DHCS)  
 MCED- Policy Operations Branch Process Unit**

<b>Responsibilities</b>	<b>Hours to Complete Task</b>	<b>Number of Tasks Per Year</b>	<b>Total Hours Needed Per Year</b>
Analyze impact of the Project on current MEDS users, user profiles, security requirements, and restriction methods.	1	120	240
Analyze and develop new user profile identification requirements to ensure minimum necessary based on state security requirements, federal security requirements, and job duties.	1	415	830
Analyze and evaluate screen layouts to ensure the Project meets the needs of current and future MEDS users.	1	150	300
Develop communications process with MEDS coordinators, obtaining and integrating coordinator feedback/concerns; provide help desk support to answer questions related to the Project.	1	150	300
Identify data sources of all information within MEDS to ensure proper restriction of SSA, EDD, as well as other State and federal restriction requirements.	1	415	830
Provide policy direction for major MEDS system changes. Use policy analysis to list and develop specific changes needed in MEDS. Assist ITSD by providing direction related to the technical MEDS changes.	1	200	400
Develop and provide new system training to DHCS staff and other agency users.	1	200	400
Develop secure log-on and password requirements for MEDS modernization.	1	150	300
<b>Total Annual Hours</b>			<b>3600</b>
<b>Total Positions</b>			<b>2.0</b>



### Data Processing Manager II Workload SAWS/CalHEERS Liaison

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Participate in the Project business assessment, alternatives analysis, requirements gathering, project approval, and vendor sessions to evaluate the impact of proposed changes on SAWS, CalHEERS Consortia and the counties.	25	12	300
Identify the stakeholder groups within DHCS, OSI, SAWS Consortia, and CWDA where proposed Project changes are discussed. Attend and track outcomes and action items from the meetings and discussions.	25	12	300
Work collaboratively with DHCS, OSI, CWDA, and SAWS Consortia to assure that mutually agreeable outcomes on the proposed MEDS Modernization changes are achieved.	25	12	300
Coordinate with each Consortium in triage fashion to help determine the timing of any required changes and ensure adequate time for the requirements gathering within each consortium and CalHEERS.	30	12	360
Assist SAWS Consortia and OSI obtaining financial estimates on proposed Project changes.	30	12	42
Lead and facilitate meetings within SAWS Consortia to identify new issue and work on existing issues and action items, and help bring them to closure.	5	12	60
Provide ongoing briefings to OSI, SAWS Consortia, DHCS and CWDA management as required.	4	10	40
Develop issue papers, ad-hoc reports and presentations as needed.	40	5	200
<b>Total Annual Hours</b>			<b>1920</b>
<b>Total Positions</b>			<b>1.0</b>



## Senior Information Systems Analyst Workload Procurement Analyst

<b>Responsibilities</b>	<b>Hours to Complete Task</b>	<b>Number of Tasks Per Year</b>	<b>Total Hours Needed Per Year</b>
Provide technical expertise to the Project office for competitive procurements, direct and process the most complex IT competitive procurements. Responsible for the analysis and preparation of the most complex IT bid documents that are politically sensitive and of major technological and/or economic impact.	3.5	52	182
Provide leadership and clarification on procurement policies and procedures to the Project Procurement Leads and OSI management. Responsible for establishing and implementing policies and procedures for OSI relative to competitive procurements.	2.5	52	130
Meet regularly with Project Procurement Lead to document future workload and the complexity of forthcoming competitive procurements.	2	52	104
Provide guidance and direction on the development and approval of solicitations (i.e. Request For Proposal (RFP), Invitation For Bids (IFB) and Request for Offer (RFO) and associated documents (e.g. Evaluation and Selection Plan and Report, etc.) from planning through execution of contract.	3.5	52	182
Provide guidance and direction on the development and approval of interagency agreements from planning through execution.	2	52	104
Act as the representative with Agency, OSI Executive Staff, Exchange Staff, Project Office Staff, consultants, and vendors, on the most complex competitive procurement matters. Participate in procurement training conferences/meetings.	2	52	104
Review control agency documents such as the Stage Gate documentation and the APDU.	2	52	104
Advise and manage issues related to procurement, including identifying and documenting issues, resolving issues, documenting issue resolution, and coordinating activities and communication for issue resolution.	1	52	52
<b>Total Annual Hours</b>			960
<b>Total Positions</b>			0.5



### Associate Budget Analyst Workload Budget Analyst

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Review and analyze all budgetary documents that impacts the Project. These documents include, but are not limited to: financial worksheet analysis, and various federal documents.	20	12	240
Acts as the Budget Liaison for the Agency, Department of Finance (DOF), CDT, Legislative Analyst's Office (LAO), and Legislature for all budget related information regarding the Project.	10	12	120
Preparation of the funding and expenditure detail for the inclusion in the Governor's Budget and May Revision for OSI and DHCS. This is a challenging process when dealing with a project that includes distinct programs, multiple appropriations and funding streams.	10	12	120
Preparation and analysis of expenditure projections, Out-Of-State Travel Blanket Coordination, Schedule 8 program and personal services allocations.	6	12	72
Provide technical budget assistance as well as analytical advice on recommended approaches to fiscal challenges at the Project level, and assist in the review of proposed legislation and the preparation of the fiscal impact to Medi-Cal Eligibility.	7	12	84
Assists the Budget Officer, Executive Management, and MEDS Management in developing an effective course of action in budget planning and maintenance.	7	12	84
Prepare special budgetary information as requested by various entities including Agency, DOF, CDT, LAO and the Legislature.	5	12	60
Prepare and process transfer of budget allotments and review purchase estimates, printing requisitions, personnel documents, and contracts.	5	12	60
Prepare documents and memorandums regarding appropriate action of fiscal and personnel transactions requiring OSI approval or submittal to DOF.	5	12	60
Provide monthly fiscal management reports to the Project. Respond to requests from MEDS staff for customized budgetary reports.	5	12	60
<b>Total Annual Hours</b>			<b>960</b>
<b>Total Positions</b>			<b>0.5</b>



### Attorney III Workload Legal

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Review procurement documents and accompanying supporting material, meet with Project to gather legal requirements, draft and periodically amend, as required, contracts, compliance documents, exhibits and other supporting documents and consult with procurement divisions of the OSI and sponsor departments.	40	8	320
Consult with project staff regarding communications, recommendations and requirements received from CDT or DGS pertaining to contracting instruments, competitive and leveraged procurements and related issues.	6	22	132
Draft, negotiate, review and amend all required interagency agreements and memoranda of understanding with sponsor departments and other stakeholders.	45	4	180
Consult, conduct interviews, participate in hearings and draft documents relating to all personnel-related actions and issues.	24	2	48
Conduct miscellaneous legal consultations.	2	21	42
Advise project staff and directorate regarding disputed contract issues with consultations and bidders, draft issue memoranda, prepare negotiation strategy documents, participate in contract negotiations and draft contract language proposals.	8	4	32
Consult regarding federal oversight issues, draft and review APDs, research federal procurement requirements and prepare issue memoranda.	8	4	32
Consult with staff regarding project-related information security issues, security breaches, required security agreements and addenda. Perform organizational privacy officer duties associated with the project.	4	8	32
Log and monitor Public Records Act requests, review and redact, as necessary, all requested records, coordinate with other affected departments, correspond with requestors and, as necessary, conduct meetings with requestors, obtain required approvals from Agency and the Governor's Office for the use of certain disclosure exemptions requiring such approvals, assist in California Public Records Act related litigation and settlements.	4	8	32
Participate in project sponsor meetings, Agency meetings and project stakeholder meetings. Conduct preparatory legal research and prepare memoranda and agenda items for project staff as required.	2	11	22
Review and assist in the preparation of analysis of proposed legislation and consult with the directorate on the effects of such legislation. Draft language for proposed legislation as necessary and brief the directorate, sponsors and stakeholders on such legislative proposals and their rationales.	4	6	24
Consult regarding potential conflicts of interest. Represent the OSI in any resulting actions as necessary due to additional staff associated with the project.	2	8	16



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Review and draft Government Code section 19130 consulting services justifications and consult with staff on organizational strategies for successfully filling positions with State civil service staff and, where necessary, contracting out for services not available in State classifications.	4	4	16
Review employee Statements of Economic Interest and consult as necessary with additional staff associated with the Project. Revise, as necessary, Agency conflict of interest code.	1	12	12
Consult with OSI staff and represent the State in EEO/Reasonable Accommodations/Whistleblower actions as necessary with additional staff associated with the Project.	8	1	8
Consult with and prepare staff for Legislature and Governor's Office briefings and participate in briefings as needed.	8	1	8
Consult with and represent the OSI in issues and actions regarding employee protected leaves of absence (FMLA, CFRA) as necessary with additional staff associated with the Project.	4	1	4
<b>Total Annual Hours</b>			<b>960</b>
<b>Total Positions</b>			<b>0.5</b>



### Associate Personnel Analyst Human Resources

Responsibilities	Hours to Complete Task	Number of Tasks Per Year	Total Hours Needed Per Year
Provide assistance to managers, employees, control agencies, and others on varied and/or sensitive/complex personnel management matters to resolve issues, provide information, options, and/or recommendations, etc. using various personnel references/policies (e.g., Memorandum of Understanding (MOU), CALHR laws and rules, Personnel Management Policy and Procedures Manual, Selection Manual, etc.) as needed and/or upon request.	26	5	130
Work collaboratively with hiring managers to analyze, write, and complete Requests for Personnel Actions, justification for positions, create duty statements, and create current and proposed organization charts. Conduct analysis and formulate recommendations to properly classify positions consistent with the state classifications and pay plan utilizing desk audits, CALHR classification specifications, pay scales and C&P manual, allocation guidelines, etc., as needed and/or upon request. Demonstrate knowledge of classifications used in designated unit/project to assist managers with appropriate position requests, justifications and duty statements.	26	5	130
Consult with and advise managers and supervisory staff, on the interpretation and application of civil service, laws, rules, and personnel policies, etc., utilizing reference materials (e.g., laws, rules, regulations, etc.) as needed and/or upon request.	26	5	130
Author proposed personnel actions (e.g., appointments, transfers, out-of-class, training and development assignments, hire-above-minimum, salary determination, etc.) to ensure conformity with regulations, classification and pay standards or good personnel practices using established guidelines, laws, rules and department policies and procedures as needed and/or requested by management.	26	5	130
Develop materials/tools to train individuals/groups in the appropriate interpretation and application of policies, procedures, guidelines, laws and rules, regulations relating to personnel matters utilizing various resources (e.g., expertise, manuals, laws and rules, desk audits, staff/consultants, job analysis, etc.) as needed and/or requested by management.	26	3	78
Provide training, instruction and/or guidance in the performance of personnel related tasks using various resources (e.g., expertise, policies, procedures, laws, rules, etc.).	26	3	78
Develop, maintain, and monitor a training plan. Design, coordinate, and provide training opportunities to employees. Conduct research and perform detailed and complex data analysis on training needs assessments/gap assessments in order to recommend future training needs; additionally, develop evaluation tools to measure training outcome and behavioral and learning	26	3	76



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transfer performances. Lead in the development of training strategies to ensure employees gain knowledge, skills, and abilities, to help them with job readiness, and develop processes to allow employees the opportunity to fully develop knowledge, skills and abilities that support successful IT projects.			
Conduct research in areas of personnel matters (e.g., use of a specific classification, position allocation decisions, appropriate list usage, transfer of list eligibility, etc.) for appropriateness of application in compliance with laws, rules, regulations, policies, procedures, etc., utilizing various resources (e.g., expertise, policies, procedures, laws, rules, etc.).	26	2	52
Author adverse actions, rejections on probation, expectations memos, etc. and accompanying documents to take disciplinary action on employees using MOUs, laws, rules, regulations, policies, procedures, etc., upon request.	26	2	52
Consult with managers and supervisors on inappropriate employee behavior to ensure the situation is handled in a constructive manner (e.g., adverse action, employee counseling record, Memo of Expectations, etc.) and in compliance with MOUs, laws, rules, regulations, policies, procedures, etc., as needed and/or upon request. Advise management on issues involving progressive discipline and corrective actions throughout the preventive, corrective and adverse action phases. Assist managers in preparing and gathering written documentation to support disciplinary issues.	26	2	52
Position Control (review of monthly periodic position reports, change of Established Position Form STD. 607 and maintenance of position card file). Act as primary subject matter expert with OSI Fiscal for Schedule 8 position reconciliation, initiating justifications and position tracking.	26	2	52
<b>Total Annual Hours</b>	<b>960</b>		
<b>Total Positions</b>	<b>0.5</b>		